REUSING   Instructors and others using recording tapes are
RECORDING reminded to check their holdings for obsolete reels
TAPES   that can be erased and used again. The Audio Aids
Section of the Instructional Services Branch, OTR,
uses a bulk-erasing device that leaves the cleared
tape more noise-free than new tape. Further, the
process is done without reproducing the sound, so
that the need-to-know concept is respected. AAS
will inspect the erased tape for damage and replace
the container if necessary. From two to five dollars
is saved each time a magnetic tape is reused.

NATIONAL   The 29th National Interdepartmental Seminar on
INTERDEPARTMENTAL Problems of Development and Internal Defense
SEMINARS   conducted at the Foreign Service Institute of the
Department of State will be from 23 January to 17

25X1A

attendance at the NIS is made by the Agency's Senior
Training Officers. NIS Seminars are scheduled:

> 13 March - 17 April
> 1 - 26 May
> 10 July - 4 August

PROGRAM IN Nominations for the 1967 Midcareer Educational Program
SYSTEMATIC in Systematic Analysis must be made to the Training
ANALYSIS Selection Board by 20 January 1967. Through this
program Agency employees, GS-11 or above, who are
in or expect to be assigned to planning and programming
staffs, may study modern analytical techniques for an
academic year at any of several leading universities--
Carnegie Institute of Technology, Chicago, Harvard,
Maryland, Princeton, Stanford, and Wisconsin. Nominations
are forwarded through Senior Training Officers. This
program was described more fully in the December
Bulletin.

25X1A

TRAINING
SEMINAR
IN
INSTRUCTIONAL
PROGRAMMING

the survey of new learning systems and their possible
application to the training requirements of the Agency
being made by the Instructional Systems Study Group.
The purpose of this seminar is to train key OTR
personnel in the concepts and methods of instructional
programming. This training will be followed by a six-
month "apprenticeship" period during which the participant
will spend ten to twelve hours a month completing, under
supervision, the program he started in the seminar. A
maximum of twelve students will be selected for this
course.

HARVARD UNIVERSITY
FELLOWSHIPS IN
PUBLIC
ADMINISTRATION

The John Fitzgerald Kennedy School of Government
(formerly the Graduate School of Public Administration)
of Harvard University has announced increased maximum
stipends for two types of annual fellowships. Public
servants who have considerable experience in govern-
ment and preferably some graduate study in the social
sciences are eligible for Lucius N. Littauer Fellowships,
which now carry stipends up to $5,600. Applicants are
expected to pursue further study in the social sciences,
particularly economics or political science, and are
expected to continue careers in government service.
Recent college graduates may apply for Administration
Fellowships which carry stipends up to $4,200. Applications
for either type of fellowship should be filed directly with
Harvard by 1 March 1967. Application blanks may be
obtained by writing to the Registrar, 123 Littauer Center,
Harvard University, Cambridge, Massachusetts, 02138.

CLERICAL **COURSES**
TRAINING AND
TESTING OTR's refresher courses in typewriting and shorthand
will be given:

    13 February - 10 March
    20 March - 14 April
    24 April - 19 May

Before employees take either typing or shorthand
or both, they are required to take pretests, which
are given by Clerical Training/Support School/OTR.
The results are used by the instructor to determine the
level of the course best suited to the employees' needs
and capabilities.

For the above courses, the required pretests are
scheduled as follows:

    Typing: 8 February, 15 March, 19 April
    Shorthand: 9 Feburary, 16 March, 20 April

Submission to AIB/RS of a Form 73 for a Clerical
Refresher course is all that is required to initiate
testing. Training Officers are notified directly by
CTF as to time and place employees are to report
for their tests.

QUALIFICATION TESTS

OTR's Clerical Training Faculty gives the Agency's
tests in typewriting and shorthand to clerical employees
who want to qualify as typists and stenographers.
Training Officers or Personnel Officers arrange
registration directly with the CTF, extension 2100.
CTF notifies the Training Officers or Personnel
Officers of the results of the testing.

Tests will be given in:

    Typing: 16 January, 6 February, 20 February,
               13 March, 27 March, 17 April, 8 May

    Shorthand: 17 January, 7 February, 21 February,
               14 March, 28 March, 18 April, 9 May

Note: All clerical testing and training is given at 1016
16th Street, N. W.

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

>   For clerical employees who support the CS at headquarters.
>   Covers the organization, functions, procedures, and regula-
>   tions of the Agency.   Emphasis is on the CS.

ADP Orientation (3 days - all day)

>   For users and potential users (not senior managers or ADP
>   specialists) of computer services within the Agency.   A general
>   orientation on automatic data processing is provided.   Grade
>   level GS-14 and below.

Challenge of Worldwide Communism (4 wks - all day)

>   For Career Trainees.   The historical development of the
>   USSR ▮▮▮▮▮▮▮▮▮▮▮▮▮▮ is reviewed, together with an
>   examination of the doctrinal, organization, and operations of
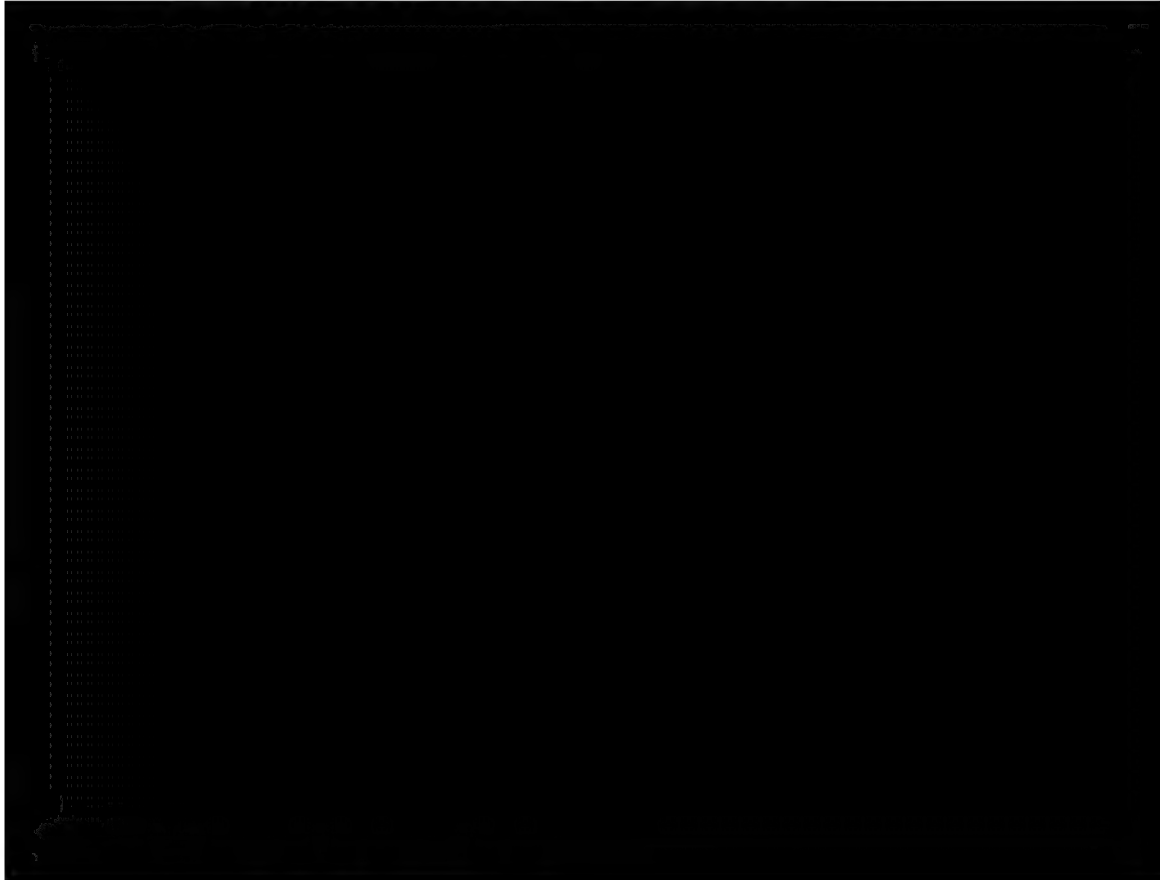>   the communist movement throughout the world.

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CIA Review (1 1/2 hrs - morning)

> For all returnees from the field. Covers recent organizational
> developments in the Agency. Includes the security reindoctrina-
> tion lecture.

25X1A

Clerical Refresher (4 wks - morning)

> For clerical employees, to improve their accuracy and to develop
> their speed in either shorthand or typewriting. Employees may
> take separate instruction in either skill.

Conference Techniques (11 sessions - 24 hrs - part time)

> For Agency officers responsible for planning and for leading
> group discussions and conferences. The role of an effective
> participant is also emphasized. Enrollment limited to 12.

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11

Counterintelligence Familiarization (8 days - all day)

> For Agency personnel who need knowledge of the essential
> elements of counterintelligence but who are not expected to
> be CI operations officers, and for personnel who will support
> CI operations. Covers both U. S. and Agency policy and
> doctrine for CI, as well as basic tactics. Enrollment limited
> to 15.
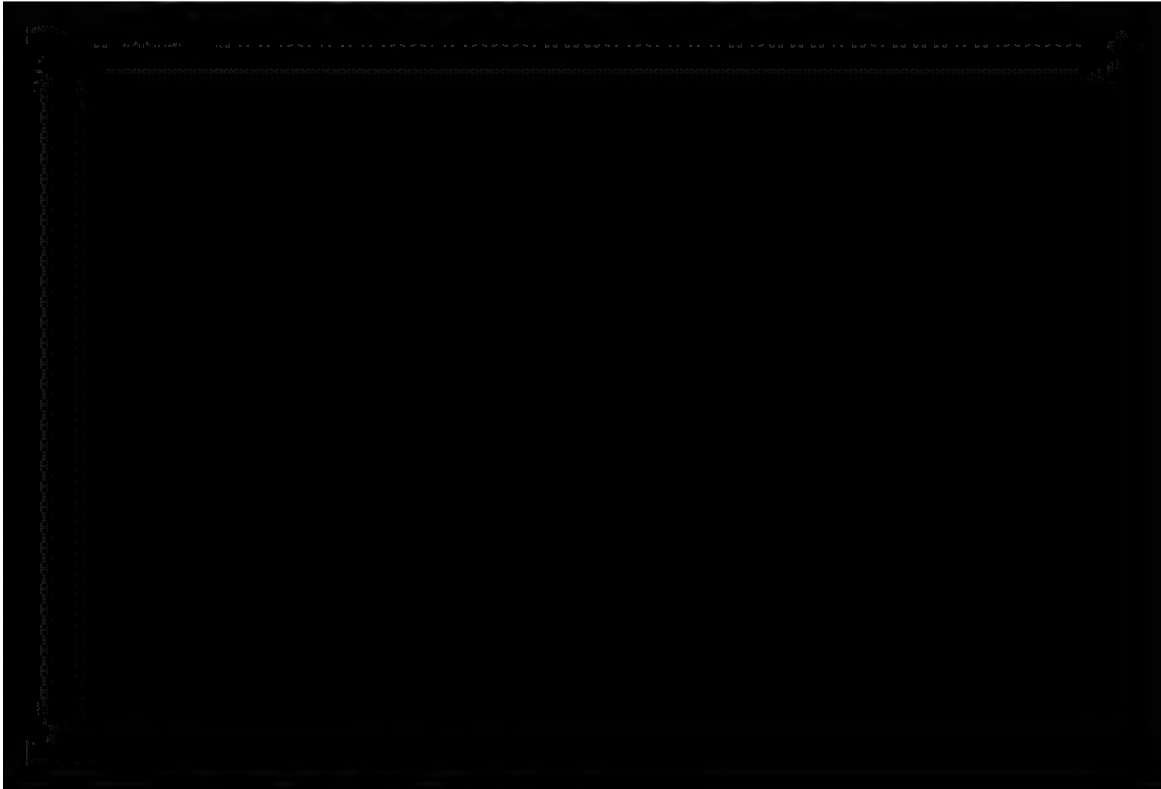
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Field Finance and Logistics (3 wks - all day)

> For operational support assistants and support officers re-
> quired to maintain budgetary, financial, and property records
> at a Class B, C, Type II, or Type III Station. Emphasis is on
> all facets of field financial responsibilities.

Grid (1 wk - all day)

> For Career Trainees. The subject of interpersonal relationships
> is examined.

25X1A

Intelligence for Operations

    For women CS Career Trainees.

Intelligence Production (9 wks - all day)

    For Career Trainees. Provides specific training and practice
in the application of the techniques and skills required to
produce intelligence.

Intelligence Research (Map and Photo Interpretation) (9 days - all day)

    For professionals needing to know how to use maps and aerial
and ground photography for intelligence purposes. Provides
comprehensive coverage on obtaining data from maps and an
introduction to photo interpretation.

Intelligence Techniques (3 wks - all day)

    For Career Trainees. Provides instruction and practice in the
Agency's techniques used in the production of finished intelligence.

Introduction to Communism (2 wks - all day)

> For professional employees at EOD. Covers historical develop-
> ment of the USSR and Communist China and the doctrine, organi-
> zation and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

> For professional employees at EOD. Covers concepts of intelli-
> gence, the intelligence agencies of the U. S. Government, and
> the Agency's responsibility for collection, production, and
> dissemination of intelligence. Includes the fundamentals of
> American beliefs and practices.

JCS-DIA Briefing (2 days - all day)

> For middle-level officers of DIA. General review of the Agency.

Management (1 wk - all day)

> For officers in Grades GS-11 through GS-14. Covers up-to-date
> practices and attitudes applied in planning, directing and manag-
> ing the work of others.

Managerial Grid (1 wk - all day)

> For selected middle-level officers. The Managerial Grid concept
> of classifying leadership and managerial styles is examined.
> Personal managerial styles are analyzed through team and individual
> exercises designed to permit the understanding of the managerial
> styles of others to serve as a means of diagnosing problems which
> prevent effectiveness at any organizational level. Priority will
> be given to individuals whose supervisors have had the grid.

Midcareer Executive Development (6 wks - full time - 240 hrs)

> For designated midcareerists. Covers the activities of compo-
> nents of the Agency, the U. S. Government in its national and
> international setting, and problems of management.

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Orientation to Intelligence (2 wks - all day)

> For Career Trainees. Introduces the concepts of intelligence,
> the structure of the U. S. intelligence community, and the
> responsibilities of the Agency for collection, production, and
> dissemination of intelligence.

Orientation for Overseas (2 days - all day)

> For employees (and spouses) assigned to an overseas post for
> the first time. Covers the Agency's mission and functions, se-
> curity, cover, legal and medical advice, and working effectively
> with people of other cultures.

Senior Management Seminar (1 wk - all day - starts Sunday p. m.)

> For GS-15s and above. Selection by Senior Training Officers.
> Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

> For employees in Grades GS-5 through GS-10 who are responsible
> for supervision at the first level. Covers problems in planning
> and directing the work of others. Includes factors in motivation
> and communication.

Support Services (7 wks - all day)

> For Career Trainees assigned in the Support Services. Acquaints
> student with organization and missions of the various Support
> Services components. Emphasis is on training for field
> assignments.

Support Services Review: Trends and Highlights (3 1/2 days ███████)   25X1A

> For professional Support Service employees GS-9 through GS-15.
> Emphasizes significant trends and developments within the
> Agency's support activities, and includes presentations on ADP,
> records management, and planning, programming, and budgeting.

25X1A

Writing Workshop (Advanced) (Length - Based on request)

> For professionals. Designed to meet the needs of particular
> components in intelligence reporting and report writing. Given
> on request only.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

> For professional employees. (Non-professionals may attend under
> certain circumstances.) Covers basic principles of grammar and
> rhetoric, and elements of sentence construction and paragraph
> structure.

Writing Workshop (Intermediate) (4 wks - part time - Mon & Wed)

> For professional employees. (Non-professionals may attend
> under certain circumstances.) Covers principles of good writing,
> including clarity, accuracy, and logic.

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ISSG's Ideation, Illations:

Get Hep! or is it Hip?

Teachers and training administrators have a valid reason in the year 1967 for still being skeptical over many of the claims which have been made for Programmed Assisted Instruction (PAI) and Computer Assisted Instruction (CAI). We are still smarting and disturbed over some of the unconscionable claims made early in the last decade by the manufacturers of many of the "teaching machines" and the exorbitant prices charged for these almost useless big and little monsters. Some of the early publishers of "Self-Instructional Programs" were equally blameworthy. Too often these claims smacked of exhortations made at the turn of the century by hawkers of patent medicines at county fairs. Our position therefore is understandable if we say that PAI is as yet largely untested, unevaluated and unproven--up to a point!

In spite of our justifiable skepticism educators of 1967 can no longer afford to ignore the growing number of instances where PAI has been tested, evaluated, and proved to be successful. The most graphic illustrations of PAI success can be found in the training programs of U. S. industry. Though somewhat begrudgingly, "Big Business" in the USA is generally credited by the rest of the world with courageous enterprise, intelligent planning, technical skill, shrewd cost consciousness, and the making of profits.

U. S. Big Business could have inspired, "Whatever Lola Wants, Lola gets." In this case what U. S. industry wanted was a more efficient and effective way of training millions of employees in new skills, new concepts, new equipment, and the use of new information. To cope with what has been variously described as the "technological explosion" or the "new information explosion" of the last decade, industry sought a new medium of exploiting the changes which were taking place with unprecedented rapidity. Industry sought a method of employee training which was more effective and less costly than the little old red schoolhouse approach. It found at least a partial answer to the problem in PAI.

This article continues the series, begun in the December 1966 issue, in which the former Director of Training presents ideas fostered by his studies as Coordinator of the Instructional Systems Study Group.

There follows a list of some of the better known U. S. firms which have used and are continuing to use PAI to meet their training

requirements:[1]

Aerojet-General Corp.
American Bankers Association
American Telephone and
   Telegraph Company
Atlantic Refining Company
Bankers Trust Company
Bausch and Lomb
Bell Telephone Laboratories
Burroughs Corp.
Carnation Company
Caterpillar Tractor Company
Chrysler Corp.
Dow Chemical Company
E. I. Du Pont de Nemours
   & Co., Inc.
Eastman Kodak Company
Esso (Standard Oil Co.,
   New Jersey)
First National City Bank of
   New York
General Dynamics

General Electric Company
General Motors Corp.
Humble Oil Company
International Business Machines
   Corp.
Lever Bros.
Liberty Mutual Insurance Company
Maytag Corp.
Merck and Company
Montgomery Ward
Pfizer Laboratories, Inc.
Quaker Oats Company
Raytheon Company
R CA
Sperry Polaris
Timken Roller Bearing Company
Trans World Airlines
Union Carbide Chemicals Company
United Air Lines
Zenith Corp.

These are not fly-by-night outfits, the village corner drugstore, or the local pool hall. They're big, they're successful, and they've become so because they are efficient. It is unlikely therefore that they would use inefficient training methods or programs. Without going into detail on the use of PAI in each of the training programs of the above-mentioned firms, it can be said that, generally speaking, they found PAI either significantly superior to conventional methods of training or equal to it in six ways:

1. Trainee time saved in class - significant difference.
2. Trainee travel time saved   - significant difference.
3. Thus, cost of training saved - significant difference.
4. Attitude of trainee toward
      method of training   - significant difference.
5. Effectiveness of training   - degree of difference varied,
                                    but in majority of cases
                                    PAI was considered more
                                    effective.
6. Saving of instructor time   - less significant difference.
7. Student retention after
      six months   - no significant difference.

[1] List selected from among the firms whose PAI courses are described by Gabriel D. Ofiesh in Programed Instruction, A Guide for Management.

Perhaps the single most graphic compilation of comparative statistics was pulled together by Dr. Jerome P. Lysaught of The University of Rochester. [2] This is a wide-ranging review of 112 studies involving over 16,000 trainees and comparing self-instruction with conventional teaching.
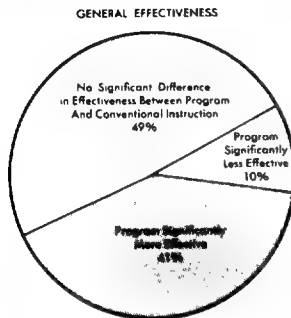

GENERAL EFFECTIVENESS

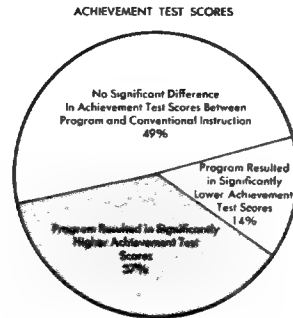Figure 1. Comparison of Programmed and Conventional Instruction on General Effectiveness (Achievement + Efficiency).

ACHIEVEMENT TEST SCORES

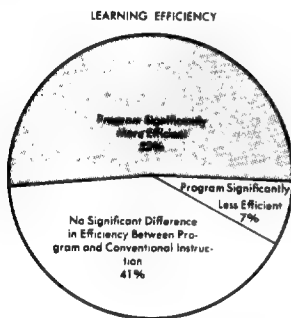Figure 2. Comparison of Programmed and Conventional Instruction on Achievement Test Scores Alone.

LEARNING EFFICIENCY

Figure 3. Comparison of Programmed and Conventional Instruction on Efficiency Measures Alone.
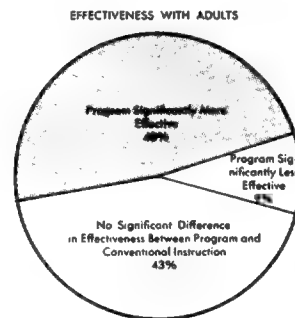

EFFECTIVENESS WITH ADULTS

Figure 4. Comparison of Programmed and Conventional Instruction on General Effectiveness with Adult Learners Only.

To sum up, the above charts indicate that:

1. Programs are generally as effective as, and frequently more effective than, traditional teaching methods.
2. Programs are capable of producing comparable learning achievement on post-tests.

[2] Bulletin, The Clearinghouse on Self-Instructional Materials for Health Care Facilities, The University of Rochester School of Medicine and Dentistry, Vol. 1, No. 2, July, 1966.

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3. Programs quite frequently result in significant time-saving
    in terms of both student and teacher hours.
4. Self-instructional programs proved to be significantly superior
    in the case of adult learners.

But we who are or have been instructors in OTR may still be skeptical.
We say, "All well and possibly good, but I don't teach a course in 'basic
electronics,' 'allergy and hypersensitivity,' or the 'Titan II Weapons System.'
Where is there the remotest relevance between the training by industry and
the courses we teach in OTR?" A good point, well taken. There is little
subject matter relevance between the industrial training courses discussed
and the course objectives of OTR courses. But we shall never find complete
subject matter relevance between courses designed to meet CIA training
requirements and courses designed externally for external use, not even
in the clerical training field or foreign language training.

What we are suggesting is that we get hep or hip to the relevance of the
PAI method of instruction to our training requirements. We suggest also
that there is similarity between the training problems of industry and CIA.
Both face the problem of training increasing numbers of people in increasing
numbers of courses. Both face a shortage of qualified instructors. Both
want to increase the effectiveness of training while at the same time decreasing
the period the trainee is in training. Both want to cut the cost of training.

If PAI is demonstrably helping industry meet these problems, we
suggest finally, therefore, that CIA can no longer ignore PAI as a method
of instruction. PAI, at the least, deserves a fair and objective trial. We
don't expect Rome to be built in a day but we'd like to see us plan to lay
the first brick in 1967. Dr. Samuel Johnson said a couple of hundred years
ago,

> "Nothing will ever be attempted if all possible objections
> must first be overcome."

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NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants, the form is sent first to DDP/OPSER/ CCS. No formal steps toward registration should be taken prior to OTR approval.

Self-sponsorship:

According to ████████████████ an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

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For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/ RS/TR, extension 2896. For information on registration, call ETB/RS/TR, extension 3137.

INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

PROGRAM PLANNING AND EXECUTION (Equal Employment Opportunity)
6 - 8 February   1900 E Street, N. W.

This course is for individuals responsible for planning and directing agency
or bureau programs for assuring equal employment opportunities. Staffing
processes, position management, training, communications, and program
evaluations are studied, with emphasis on their interrelationship. Employees
with specific responsibility for staff guidance in equal opportunity programs
are eligible. Cost: $100

MANAGEMENT SCIENCES ORIENTATION
6 - 10 February   1900 E Street, N. W.

This program provides an opportunity to obtain information and develop
ideas about the management sciences. Topics include capabilities of
automatic data processing equipment, present ADP applications and
their results, the impact of ADP on the workforce, capabilities of
operations research, models and their range of usefulness, types of
management problems to which operations research can be applied,
implications for management of research in the behavioral sciences, the
dynamics of organizational change, and the systems concept in behavioral
research. For full-time employees GS-9 or above. Cost: $75

INTRODUCTION TO ADP IN TECHNICAL INFORMATION SYSTEMS
27 - 28 February   1900 E Street, N. W.

This is a basic program designed to provide an overview of the uses and
potential of ADP along with specific information relating to its application
in technical libraries. Topics include the impact of ADP on library
management, a study of current uses of ADP equipment in scientific
information systems, information storage and retrieval systems, and
future uses of ADP in libraries. Librarians, archivists, information
specialists, and others concerned with the storage and retrieval of
technical data, GS-9 and above, may attend. Cost: $75

Civil Service Commission (cont)

EXECUTIVE ORIENTATION IN PLANNING-PROGRAMING-BUDGETING
15 - 16 February 1967   1900 E Street, N. W.

Conducted in association with the Bureau of the Budget, this two-day
institute is intended to provide: (1) an understanding of what a
planning-programing-budgeting system is; (2) an awareness of the
economic principles underlying PPBS; (3) a general knowledge of
methods and techniques used and what can be accomplished with them;
(4) an understanding of what the President and the Bureau of the Budget
want to see achieved through the use of this system; and (5) some insight
into results achieved to date in using this system in non-Defense agencies.
For executives at grades GS-14 and above, though GS-12 and GS-13
employees urgently needing to know this material may be admitted. Cost:
$15.

. PLANNING, PROGRAMING, BUDGETING SEMINAR

A three-week residential course, this program is designed to provide
the participant with a grasp of the underlying economic base of PPBS,
a working knowledge of the structure and functioning of PPBS, and an
introduction to quantitative approaches to management planning and
control. There are precourse reading requirements and there are
evening sessions. This course is intended for those directly involved
in the PPBS operation--programmers and budget people--as well as for
line managers at middle and upper levels who will use the system as an
aid to decision-making. It will not prepare individuals to perform eco-
nomic or quantitative analysis, and no economics or mathematics
background is required for successful participation.

Tentative 1967 schedule:

In cooperation with the University of Maryland. Cost: $300.

9 - 27 January   Charlottesville, Virginia
20 March - 7 April   To be announced
1 - 19 May   To be announced
12 - 30 June   To be announced

In cooperation with Harvard University. Cost: Approximately $400.

1 - 19 August   Cambridge, Massachusetts

Civil Service Commission (cont)

EXECUTIVE SEMINAR IN MANAGEMENT REPORTING SYSTEMS
2 - 3 March   1900 E Street, N. W.

Case studies from government and industry presented by persons directly
concerned with the development of their own organizations' information
systems provide actual examples of both manual and automated operational
information reporting systems designed to assist management in control
and planning responsibilities.   For GS-15 and above.   Cost: $75

EXECUTIVE WORKSHOP IN ADP PROGRAMMING
6 - 10 March   1900 E Street, N. W.

This computer programming course is intended as a practical and expedient
means for developing the basic foundation of ADP knowledge that is
necessary for effective management utilization of the computer.   The basic
concepts and techniques of digital computer programming are learned by
actually performing computer programming.   Participants learn about the
stored program concept, flow charting and diagramming, computer
technology, data and operations.   The IBM 1401 system is used as the
medium for introducing detailed programming concepts.   Some after hours
work and study will be necessary.   Prior attendance at an Executive
Seminar in ADP or equivalent experience is helpful but not absolutely
essential.   The workshop is not intended to make programmers of the
participants.   For GS-15 or above.   Cost: $150

MANAGEMENT OF SCIENTIFIC AND ENGINEERING ORGANIZATIONS
6 - 10 March   1900 E Street, N. W.

This institute is designed to increase awareness of the nature and scope
of management responsibility and to suggest ways the technically trained
executive can perform more effectively in his role as manager and
administrator.   Topics covered are: Management planning for science and
engineering programs; formulating and administering science and
engineering budgets; utilization and development of human resources;
communications requirements of modern science and technology; manage-
ment of internal resources and contract programs; and behavioral science
research, and its implications.   For science and engineering executives
at grade GS-15 or above.   Cost: $150

Civil Service Commission (cont)

JOB CLASSIFICATION AND THE MANAGEMENT PROCESS
20 - 29 March   1900 E Street, N. W.

A fundamental program on the nature of job classification in personnel
administration and how it contributes to the management process. It
stresses the integrated nature of personnel management. For employees
newly assigned or to be assigned to a job evaluation or position classification
activity. For GS-5 through GS-9. Cost: $150

ADVANCED SEMINAR IN ADP FINANCIAL MANAGEMENT
28 - 31 March   1900 E Street, N. W.

This seminar is designed to explore the various systems approaches
involved in implementing the decision to automate financial functions.
Emphasis is on the logical sequence of steps involved in automating,
developing the systems design, installing the system, and controlling
and evaluating the system. Materials presented in the two-day Introduction
to ADP in Financial Management are the core around which this course is
developed. For accountants, budget officers, and others in the financial
management field, GS-12 through GS-15. Cost: $120

General Services Administration

SOURCE DATA AUTOMATION
13 - 17 February; 27 - 31 March; 8 - 12 May

This seminar introduces the basic elements of automation paperwork.
The advantages of automating data at the source, or at the earliest
possible time in processing, is discussed. Ways of recognizing valid
source data automation applications are illustrated. Other topics include
advantages and disadvantages of specific types of equipment, limitations
of machine language, special forms considerations, and successful
applications. Each participant should be prepared to undertake an actual
SDA project within his agency after the course; a follow-up on this project
after 60 to 90 days is part of the course. No cost.

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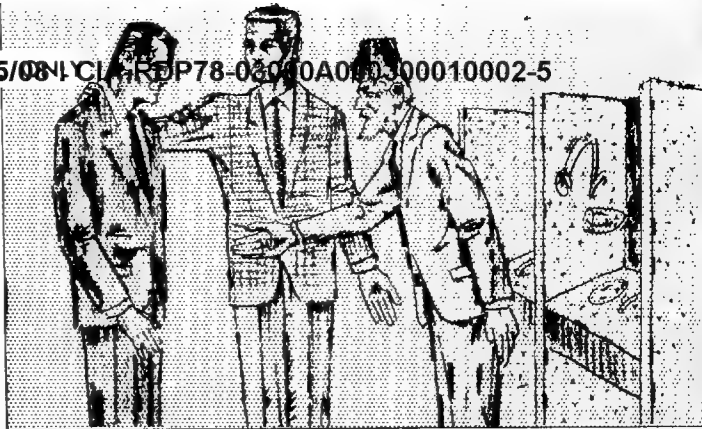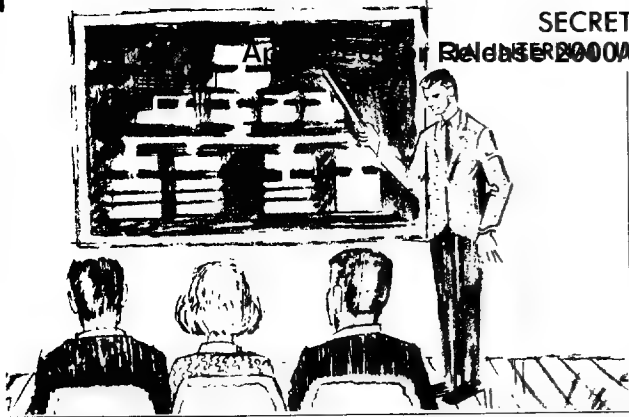
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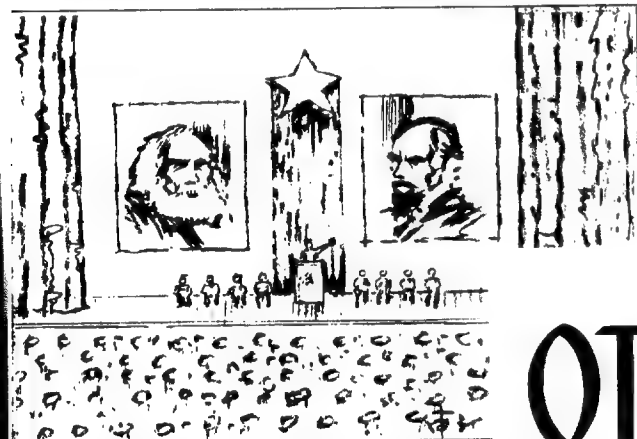
OTR BULLETIN

FEBRUARY 1967

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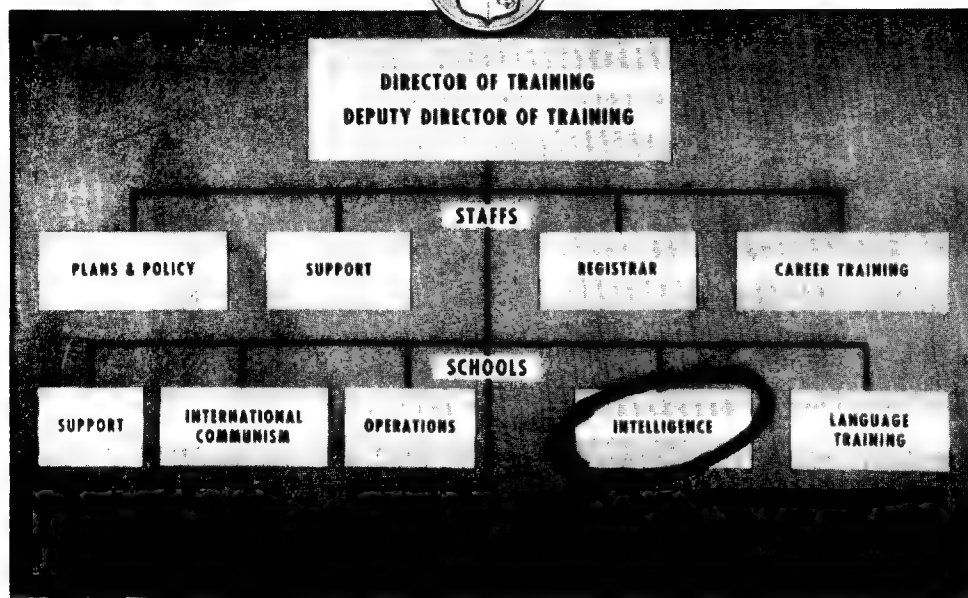
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"for the coordination, technical supervision, review, and
support of all domestic and foreign training activities of
the Agency and for the approval and arrangement of train-
ing at authorized non-CIA facilities."

IN THIS ISSUE ....

A plea for assistance in registering professional EODs
in the required Intelligence Orientation Course is made
on page 1.

The parking problem at 1000 N. Glebe Road is reviewed
on page 2.

OTR courses scheduled for February, March, April,
and May are listed beginning on page 5.

The second article in the series "OTR as a Support
Organization" features the Intelligence School. This
presentation starts on page 16.

Training Selection Board programs requiring the attention
of Training Officers in the near future are outlined on
pages 43 and 44.

Selected courses offered in the U. S. Department of
Agriculture Graduate School's new Curriculum of
Computer Sciences are noted on pages 45 and 46.

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BULLETIN BOARD

**INTELLIGENCE
ORIENTATION
FOR EOD's**

To facilitate registration of professional EODs in
the four-week Intelligence Orientation Course
(Introduction to Intelligence and Introduction to
Communism) as required by ▮▮▮▮ the Office
of Personnel sends the Registrar's and the Instructor's
copy of a completed Form 73, "Request for Internal
Training," to the Registrar, OTR. The Registrar
then negotiates with the component to which each
individual is being assigned and arranges specific
dates for attendance. To accommodate the volume
of students now required to take this course, it has
been necessary to schedule as many runnings of this
course each year as the available classrooms and
instructional staff will allow. It is also essential to
utilize all spaces available in each running. In view
of these circumstances, last-minute cancellations
and postponements requested by Training Officers
or Training Assistants after employees have been
registered have become an increasing problem,
since every effort must then be made to fill each
class. Training Officers are requested, therefore,
to avoid, whenever possible, postponement of the
attendance of employees in their offices at Intelligence
Orientation Courses, for such a request starts a
chain reaction that must involve Training Officers
and employees in other offices beyond the Registrar
Staff itself.

25X1A

**OTR'S ADP
ORIENTATION**

Following the pilot running of OTR's ADP Orientation
Course, both the January and February offerings
were promptly oversubscribed. Training Officers
are urged to send in applications as early as possible
for the remaining runnings scheduled this fiscal
year, 21 - 23 March, 2 - 4 May, or 13 - 15 June.

SUPPORT SERVICES REVIEW

An additional three spaces have been added to the OTR Support School's Support Services Review: Trends and Highlights Course to accommodate some non-DDS applicants. Acceptance will be based on the direct relationship of the content of the course to the individual's assignment.

CS DESK TRAINING

The two-week period of training for CS CTs referred to in the December and January Bulletins as "Headquarters Desk Training" has been redesignated to correspond with the elements which make up this training. Subsequent course schedules will show this as CS Records I (two days), CS Records II (five days), and CS Desk Orientation (three days). The next sequence of this training begins on 31 May.

OTR MANAGEMENT COURSE

The May offering of Management, for employees in grades GS-11 through GS-14, will be given at the ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ The course will open on Sunday, 7 May, and will end Friday, 12 May. Details will be outlined in a later announcement.

25X1A

PARKING AT 1000 N. GLEBE

Parking spaces at 1000 N. Glebe Road (Broyhill Building) are assigned to employees who work in the building (Virginia Public Roads, a branch of DIA, and the Office of Training). Twelve spaces (104-115) are reserved for visitors and limited to two-hour occupancy. There are no spaces reserved for students in courses given at the building. Rental of space at the adjacent bowling alley or street parking only is available to them.

There is limited shuttle service to Glebe--only from Langley Headquarters. There is no direct service from other Agency buildings. Shuttles depart from Langley on the half hour, and from Glebe on the hour.

Training Officers are expected to inform employees of the parking problem at the time they confirm attendance at courses.

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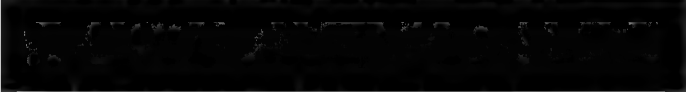
REQUESTS
REGARDING
PUBLICATIONS

Training Officers or Training Assistants requiring additional copies of the OTR Bulletin or the OTR Schedule of Courses please call the Registrar's office, extension 2896. Similarly, call the same extension to report any changes in office locations or office reorganization so that distribution lists may be kept up to date.

PUBLIC
ADDRESS
FACILITIES

Instructors and Training Assistants are reminded that requests for recordings and public address facilities to be used in connection with classes, briefings, or other training presentations should be forwarded to the Audio Aids Section of OTR's Instructional Services Branch as early as is practicable. Adequate advance notice enables the technicians to arrange rooms for each specific need so that the most satisfactory presentation may be made.

NATIONAL
INTER-
DEPARTMENTAL
SEMINARS
(at FSI)

The 30th session of the National Interdepartmental Seminar on Problems of Development and Internal Defense will be from 13 March to 7 April. The Agency is expected to fill its quota of eight.

25X1A

Seminars are scheduled so that CS officers may attend both NIS and COS without conflict. Subsequent 1967 dates of NIS are: 1 - 26 May; 10 July - 4 August; 5 - 29 September; and, 23 October - 17 November. Attendance is arranged through the Agency's Senior Training Officers.

TRAINING
PERSONNEL

25X1A

CORRECTION

Those who may be preserving the article on the Career Training Program in the January Bulletin should correct the glaring error on page 17, the first line of the second paragraph. The reference should be to the Junior Officer Training Program instead of "Senior" as rendered.

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COURSES

CLERICAL
TRAINING AND
TESTING

OTR's refresher courses in typewriting and shorthand will be given:

> 20 March - 14 April
> 24 April - 19 May
> 29 May - 23 June

Before employees take either typing or shorthand or both, they are required to take pretests, which are given by Clerical Training/Support School/OTR. The results are used by the instructor to determine the level of the course best suited to the employees' needs and capabilities.

For the above courses, the required pretests are scheduled as follows:

> Typing: 15 March, 19 April, 24 May
> Shorthand: 16 March, 20 April, 25 May

Submission to AIB/RS of a Form 73 for a Clerical Refresher course is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place employees are to report for their tests.

QUALIFICATION TESTS

OTR's Clerical Training Faculty gives the Agency's tests in typewriting and shorthand to clerical employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension 2100. CTF notifies the Training Officers or Personnel Officers of the results of the testing.

Tests will be given in:

> Typing: 20 February, 13 March, 27 March, 17 April, 8 May, 22 May
>
> Shorthand: 21 February, 14 March, 28 March, 18 April, 9 May, 23 May

Note: All clerical testing and training is given at 1016 16th Street, N. W.

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters.
Covers the organization, functions, procedures, and regula-
tions of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

For users and potential users (not senior managers or ADP
specialists) of computer services within the Agency. A general
orientation on automatic data processing is provided. Grade
level GS-14 and below.

25X1A

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Next 1 Page(s) In Document Exempt

25X1A

Field Finance and Logistics (3 wks - all day)

> For operational support assistants and support officers re-
> quired to maintain budgetary, financial, and property records
> at a Class B, C, Type II, or Type III Station. Emphasis is
> on all facets of field financial responsibilities.

Grid (1 wk - all day)

> For Career Trainees. The subject of interpersonal relation-
> ships is examined.

Information Reporting, Reports, and Requirements (3 wks - all day)

> For CS employees required to report intelligence information.
> Covers official policies and procedures for completing a
> report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

> For CS employees assigned as junior reports officers or those
> assigned to type CS reports and intelligence cables. Enroll-
> ment limited to eight.

Intelligence Research (Map and Photo Interpretation) (9 days - all day)

> For professionals needing to know how to use maps and aerial
> and ground photography for intelligence purposes. Provides
> comprehensive coverage on obtaining data from maps and an
> introduction to photo interpretation.

Intelligence Research Techniques (2 wks - all day)

> For analysts. Covers each stage of the research process from
> the orgination of an intelligence topic to writing a skeletal
> report. A research project is performed as a practical
> exercise.

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Intelligence Techniques (3 wks - all day)

> For Career Trainees. Provides instruction and practice in
> the Agency's techniques used in the production of finished
> intelligence.

Introduction to Communism (2 wks - all day)

> For professional employees at EOD. Covers historical develop-
> ment of the USSR and Communist China and the doctrine, organi-
> zation and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

> For professional employees at EOD. Covers concepts of intelli-
> gence, the intelligence agencies of the U. S. Government, and
> the Agency's responsibility for collection, production, and
> dissemination of intelligence. Includes the fundamentals of
> American beliefs and practices.

JCS-DIA Briefing (2 days - all day)

> For middle-level officers of DIA. General review of the Agency.

Management (1 wk - all day)

> For officers in Grades GS-11 through GS-14. Covers up-to-date
> practices and attitudes applied in planning, directing and manag-
> ing the work of others.

Managerial Grid (1 wk - all day)

> For selected middle-level officers. The Managerial Grid concept
> of classifying leadership and managerial styles is examined.
> Personal managerial styles are analyzed through team and
> individual exercises designed to permit the understanding of
> the managerial styles of others to serve as a means of diagnosing
> problems which prevent effectiveness at any organizational
> level. Priority will be given to individuals whose supervisors
> have had the grid.

Midcareer Executive Development (6 wks - full time- 240 hrs)

> For designated midcareerists. Covers the activities of compo-
> nents of the Agency, the U. S. Government in its national and
> international setting, and problems of management.

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Senior Management Seminar (1 wk - all day - starts Sunday p. m.)

> For GS-15s and above. Selection by Senior Training Officers.
> Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

> For employees in grades GS-5 through GS-10 who have
> supervisory responsibilities. Explores current thinking
> on "the role of the supervisor" in terms of personal
> behavior, responsibility for subordinates, and organizational
> and individual needs. Provides materials and a setting
> fo r experiencing and examining interteam and intrateam
> skills and activities.

Support Services Review: Trends and Highlights (3 1/2 days   25X1A

> For professional Support Service employees GS-9 through
> GS-15. Emphasizes significant trends and developments
> within the Agency's support activities, and includes
> presentations on ADP, records management, and planning,
> programming, and budgeting.

25X1A

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

> For professional employees. (Non-professionals may attend
> under certain circumstances.) Covers basic principles of
> grammar and rhetoric, and elements of sentence construction
> and paragraph structure.

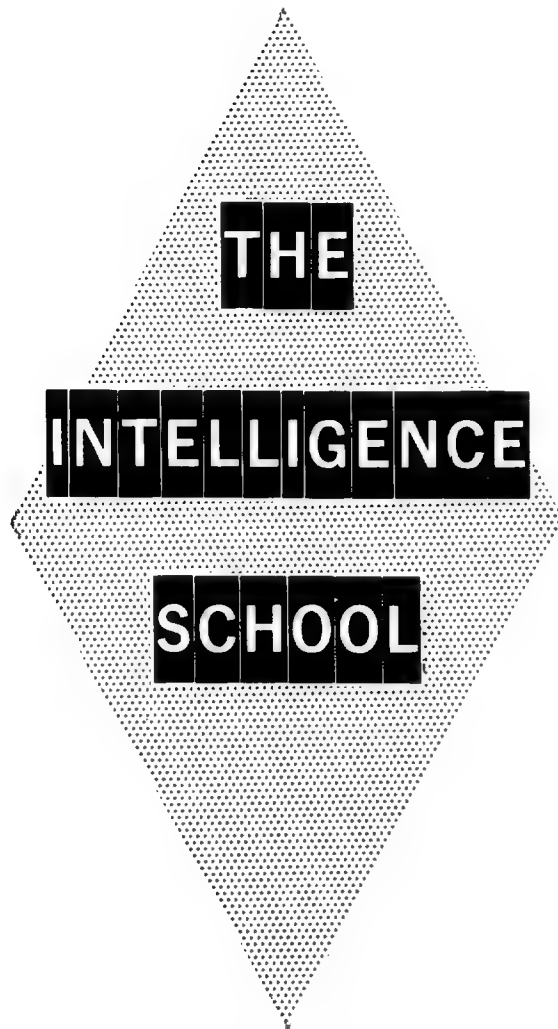Writing Workshop (Intermediate) (4 wks - part time - Mon & Wed)

> For professional employees. (Non-professionals may attend
> under certain circumstances.) Covers principles of good
> writing, including clarity, accuracy, and logic.

OTR as a Support Organization:

THE
INTELLIGENCE
SCHOOL

The Intelligence School of the Office of Training is responsible
for that part of the total Agency training mission that is related
to skills, techniques, and methods applied in the production of
finished intelligence and to orientation and briefing concerning
the intelligence community and the Agency's mission and function
in the national security structure. Because its responsibilities
fall into two general areas, the School is composed of two faculties,
the Intelligence Production Faculty (IPF) and the Orientation and
Briefing Faculty (OBF). The pages that follow identify and describe
the major activities of these two faculties.

The basic criterion against which all Intelligence School pro-
grams are evaluated is that of current reality. It is true, of course,
that some training and briefing programs are concerned with
ideas, concepts, motivations -- even doctrinal philosophy; but
even the appearance of academic retreat to the ivory tower is
avoided. In other words, the School's programs must be respon-
sive to the current requirements of the Agency and must be
continually developed and revised to maintain currency.

Every effort is made to keep abreast of changes of all kinds
within the Agency and the intelligence community -- changes in
organization, responsibilities, methods, and doctrine; training
problems are kept as uncontrived,as "live," as the classroom
situation permits; and the best substantive capabilities in all
Agency components are called upon to contribute to classes and
seminars. Most Intelligence School instructors have had non-
Agency experience in teaching at the college level, and all
instructors must have had some years of Agency experience in
a production or support activity outside the Office of Training.

It would be impossible, of course, to sustain the currency
and reality of Intelligence School training without the full
cooperation of the producing, operating, and supporting components
of the Agency. The fact that we are getting that cooperation is
clearly indicative of the Agency's belief in the importance of the
training mission.
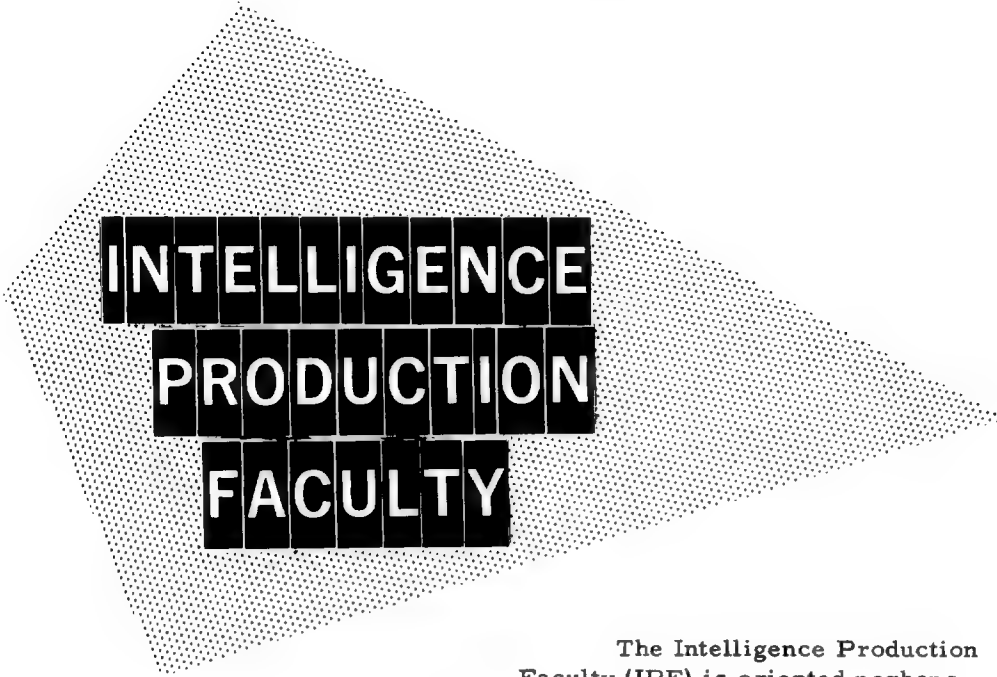
The variety of instructional services for which the Intelligence
School is responsible is manifest in the following descriptions,
which are largely in the words of the instructors themselves. It
should be emphasized that though most of the courses are scheduled
on a regular basis, many of these can be run in response to a
specific request and can be tailored for the needs of specific
offices.
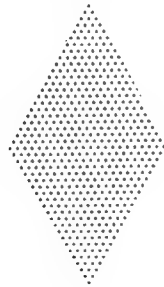
INTELLIGENCE PRODUCTION FACULTY

The Intelligence Production Faculty (IPF) is oriented perhaps more specifically toward the Directorate of Intelligence than toward any other part of CIA. Yet it offers instruction in some of the basic skills useful to professionals in every component of the Agency. All CIA professionals need adeptness in intelligence writing, in intelligence briefing, and in conference techniques. Other skills courses, needed primarily in research offices but also used in offices doing operational planning, include Intelligence Research Techniques and Map and Photo Interpretation. Two substantive courses open also to professionals in all parts of the Agency are the Geography of the

25X1A

Most of the training provided by the IPF is for Career Trainees (CTs). The CT courses include the skills taught to non-CTs--writing, briefing, analysis, map reading, photo interpretation. In addition, these courses acquaint the CTs with the work of the Directorate of Intelligence and in some parts of the Directorate of Science and Technology, and provide practice in the analytical and operational techniques of these directorates, especially those related to research and to certain types of collection.

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The IPF also gives support to training outside its own courses. Individual lectures are given in courses conducted by other OTR faculties and in courses offered in other agencies. Members of

25X1A

WRITING   WORKSHOPS

EFFECTIVE   SPEAKING

Federal prose (not to be mistaken for English) shuns the active voice. It transmutes strong verbs into cumbersome nouns; adverbs into prepositional phrases; and nouns, adjectives. In the world of the federal prose writer, emphasis becomes redundancy, facts become abstractions, formality becomes pomposity. Or, to use a recent example, "Christmas services" become "appropriate religious services in keeping with the spirit of the Christmas season."

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Two 28-hour courses in "de-pomping, " listed in the OTR Catalog
as Basic and Intermediate Writing Workshops, run several times
yearly. The basic course welcomes anyone who writes and is
dissatisfied with the results. Diction, sentence structure, punctua-
tion, paragraph development are treated as needed. The Intermediate
Workshop takes those who have had the basic course or who have
passed an English grammar pretest (which the Assessment and
Evaluation Staff of the Office of Medical Services gives once a month.)
Here, discussion focuses on the logic, organization, unity, emphasis,
and coherence of the finished paper. In both courses the student
spends about half the class time criticizing and revising papers
written in the preceding session and discussing related principles
of writing, and he spends the other half in putting those principles
into practice. In both, the grand goal is, simply, clarity.

Those who cannot leave their desks twice a week can take these
courses by correspondence. Occasionally, special workshops
are arranged for particular Agency components, and the course is
based on materials peculiar to that office; occasionally, also,
short segments of writing training can be fitted into the training
programs of other offices.

Parallel with written communication is oral communication.
Any number of situations arise during the ordinary conduct of
Agency business wherein communication to or through groups or
individuals on a personal basis is desirable. Courses in Effective
Speaking, Briefing Techniques, and Conference Techniques give
Agency employees an opportunity to improve their oral communication
skills. Currently, the classes meet once a week for twelve two-hour
sessions. Student presentations are constructively criticized
both by the instructor and by the class. Tape recordings assist
in further self-study and analysis. Special instruction is given
in the selection and use of graphic aids.

INTELLIGENCE RESEARCH TECHNIQUES

The Intelligence Research Techniques Course is intended for any professional who does research and analysis in CIA, and for those, such as librarians, whose main job it is to support analysts. The course is usually a specialized presentation tailored to meet the specific needs of analysts in a particular office. For example, the course has been given numerous times for analysts from the Office of Scientific Intelligence, in versions ranging in length from four to twelve weeks, full time. It has also been given three times for analysts, librarians, and indexers in NPIC's Collateral Support Division as a two-week full-time course. A five-week version was given to analysts in the research branch of a foreign intelligence service. On the other hand, the course is occasionally open to analysts from all parts of the Agency simultaneously.

Usually students bring from their job a research project on which they work during the course, going through all the steps in the research process: planning a project (writing terms of reference and a project schedule), using Agency repositories of information, assembling information from the in-box, using analyst files, using collection programs, analyzing, and writing finished intelligence reports. At each step students read a volume of the special seven-part text prepared for this course. In most versions of the course, students are given instruction in intelligence writing to point out their major writing problems and to help them overcome these problems.

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During the course, students visit libraries, registers, research offices, and other areas in and outside the Agency, within security limitations, where their project would naturally lead them. In these offices they hear briefings and see the operation of collection, filing, and dissemination systems, and learn at first hand what resources are available to them as researchers.

Because this course usually runs only about four weeks, students are seldom able to complete their research projects. At the end of the course, therefore, they write a progress report on their project, reviewing the information they have already found, noting the major gaps in their information, and outlining the measures they plan to take after the course to fill these gaps.

MAPS AND PHOTO INTERPRETATION

Have you ever had to pull a map from your safe drawer, spread it out on your desk, locate (from coordinates given in an intelligence information report) a Buddhist temple and a railroad bridge, and measure (with your trusty wooden ruler) how far apart they are? After you did this, did you straighten up and announce, "The bridge is 3 3/4 miles northeast of the temple with no settlements anywhere nearby. It should be easy to reach"? How

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did you feel about the conclusions you drew from the map? Confident? Pretty pleased with yourself? Did you notice that the trail went only about one-third of the way, that a ravine had to be crossed and that the last part was across rice paddies? Did you notice that the map scale was in kilometers (3 3/4 kilometers is approximately 2. 3 miles)? If any doubt lingered in your mind about whether you'd figured it right (or whether that young analyst who works for you had it right), maybe you or he should sign up for the Intelligence Research - Map and Photo Interpretation - Course.

Does a handful of aerial photographs leave you impressed but frankly bewildered as to what to do with them. Here again, the Map and PI course, packed into seven full days, can help.

The aim of this course is to develop the ability to fully exploit maps used in intelligence and to perform simple photo interpretation tasks, using relatively simple and readily available field and office equipment. During the course the students also develop an awareness of the limitations of these methods and this equipment, especially in photo interpretation, and learn where and how to get Agency support when needed. Thus, this course teaches do-it-yourself methods, and it stresses recognition of the moment at which to call in a professional.

Classes are a mixture of lectures, demonstrations, and practical exercises, of which the high point -- literally as well as figuratively -- is a 1,000-mile flight during which students photograph designated targets and identify objects from the air.

The Map and Photo Interpretation course is available on request. Enrollment is limited to fifteen students. Every effort is made to schedule this course at a time that is convenient.
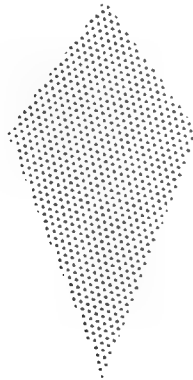
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INTELLIGENCE TECHNIQUES COURSE

The three-week
Intelligence Techniques Course
is part of the early headquarters
training given to all CTs. For many
future case officers it is the only taste of life
in the Directorate of Intelligence and the only exposure to the work
done there. The faculty instructs in skills which the student will
find useful throughout his career, wherever he may work, and it
tries to give the student and the Agency some basis for making a
rational decision concerning the direction his career will take.

The skills emphasized in the course are those of communication
and analysis. The communication skills, writing and oral briefing,
are heavily stressed, both because of their Agency-wide importance
and because this may be the only time during his training when the
CT will receive formal guidance in them. Four oral briefings (on
current, scientific, and geographic intelligence, and a final ten-
minute presentation) enable most students to develop a degree of
platform presence, to free themselves of distracting mannerisms,
to think on their feet. The ten written exercises are criticized and
graded for writing as well as for analysis.

25X1B

INTELLIGENCE PRODUCTION

COURSE

The nine-week Intelligence Production Course is designed for
CTs who have been selected to make their careers in the Directorate
of Intelligence. Its aims are closely related: To show CTs in a
concrete way how the work in each component supports and is
supported by every other part of the Directorate; to give represent-
atives of the Directorate's offices a chance to observe and evaluate
the caliber of prospective employees; and to give the Career Training
Program Staff, and the CTs themselves, an appreciation of each
individual's potential for filling specific assignments in the Directorate.

The course is an exploration of the problems of producing finished
intelligence and of the other major activities of the Directorate of
Intelligence -- collection, dissemination, and storing and retrieving
information in whatever form. It combines problem solving with
at-the-desk discussion with working analysts. It includes panel
discussions, tours, and briefings. All components of the Directorate
are eventually visited. A seminar or discussion by a faculty member
precedes each visit. During the visits the students have an opportunity
to meet senior officers and key personnel. The student prepares
a written report or participates in an oral discussion reviewing
almost every visit. The CTs also study and visit offices outside

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the Directorate of Intelligence whose work frequently is closely
related to or requires heavy support from that Directorate.   In
this category are the Joint Operations Intelligence Center, the
Board of National Estimates, and the Office of Scientific Intelligence.

25X1A

Because of the lack of published material on the subjects involved,
the CTs can obtain information only by interviewing professionals
in CIA. In this way, the CTs are forced to make many contacts
with officers in the Directorate of Intelligence and sometimes in
other directorates. Occasionally, the results of these research
papers have appeared as articles in Studies in Intelligence.
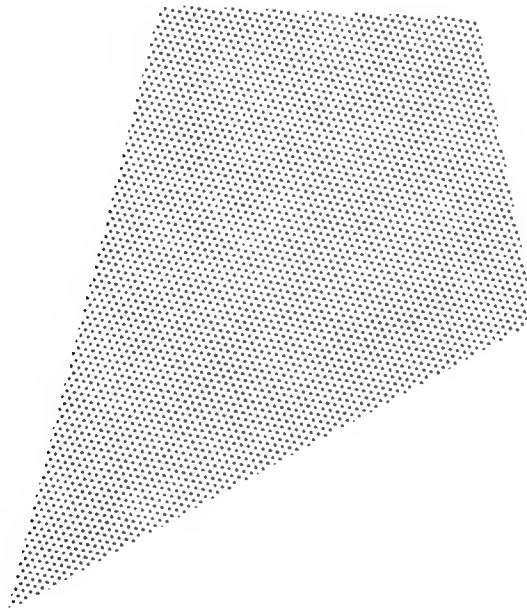
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ORIENTATION AND BRIEFING FACULTY

The Orientation and Briefing Faculty (OBF) accomplishes its mission in two basic ways: providing briefings and conducting courses. The briefing function is distinctive in that it is not only, or even primarily, directed inward toward Agency personnel, but outward toward non-CIA audiences. OBF courses vary from the basic, through intermediate, to advanced seminars. None of the courses teaches skills; all involve dialogue and are concerned with insight, understanding, and perspective. The following articles, contributed by OBF members themselves, give something of the flavor and scope of both the briefing function and the principal courses.

THE BRIEFING FUNCTION

Throughout the years there has been a continuing demand for briefings on CIA and the intelligence community. Except for selected occasions when senior Agency officials are involved, OTR, and specifically the OBF, is responsible for providing the briefings. The number of briefings has grown from some 75 in 1955 to approximately 300 in 1966.

A briefing, as the term implies, is short. It may vary from a few minutes to most of a day, but it averages about two hours. Special emphasis is given to adapting every presentation to the needs and interests of the particular audience, and since the circumstances of each briefing are different -- audience composition, time available, security limitations, depth of coverage -- each briefing is different.

Within CIA, briefings for two groups of personnel have become standard. All individuals entering on duty are provided with an introduction to CIA and its mission. Similarly, professionals returning from overseas assignment attend sessions at which they are brought up to date on organizational developments and security matters.

Briefings for non-CIA audiences often assume a public relations dimension, because, through them, the Agency image is brought into focus. U. S. Government groups make up the largest element among outsiders to whom OBF directs its attention. Staff members regularly appear in a number of training courses at the Department of State, USIA, AID, DIA, NSA, and the Military Assistance Institute, and at Army, Navy, and Air Force installations throughout the country. Briefings are given also to dependents of Agency employees, to business groups, and to university groups. A prize OBF assignment is the briefing of senior officials of the United States or foreign countries. The briefing of the foreign official, given at the request of the Clandestine Services, is generally part of an introductory visit to the Agency.

INTELLIGENCE REVIEW COURSE

The Intelligence Review Course is given twice a year for professionals at middle and senior levels all over CIA. It gives a picture -- concrete, specific, and up-to-date -- of the U. S. Intelligence Community, and especially of the Agency itself. It offers appraisals of major international trends affecting intelligence; surveys changes in and problems facing the intelligence community; describes recent and possible future changes in Agency organization; identifies some of the major problems of collection, production, coordination and

support of intelligence; and tries to provide a glimpse into the future of the U. S. intelligence effort.

The course attempts to overcome a common problem of the CIA professional -- the narrowing of interest and direction which overtakes him as he becomes increasingly immersed in the demands of his immediate work. Its content has been selected to broaden his view of the intelligence world and to increase his appreciation of the problems and achievements of his fellow workers. Guest speakers from the Office of the Director and from each of the four Directorates explain the significant developments and problems of their components. In addition, senior officers from other departments and agencies of the government describe national security and foreign policy issues and their requirements for intelligence support.

In the most recent course, the Special Assistant to Ambassador Averill Harriman and the Dean of the School of Professional Studies of the Foreign Service Institute of the Department of State spoke on the relationship and importance of intelligence to U. S. foreign policy needs. A senior State Department intelligence officer and the Assistant Chief of Staff, Plans and Programs, of the Defense Intelligence Agency described the intelligence activities in these two departments. The list of Agency speakers included the Executive Director-Comptroller, the General Counsel, the Chairman of the Board of National Estimates, the Assistant Deputy for National Intelligence Programs Evaluation, a Deputy Director, an acting Deputy Director, an Assistant Deputy Director, and fifteen Directors or Chiefs in the four Directorates.

Complementing the formal presentations are group presentations by the students themselves. Since the class contains representatives from all components of the Agency, and each component is represented so far as possible in each seminar, the individual students are constantly exposed to the work and thought of components other than their own. The Directorate of Intelligence analyst comes to realize the point of view of the Clandestine Services operations officer and vice versa, and both become conversant with the procedures and trials of the finance or logistics officer in rendering his support. And finally, all are exposed to the esoteric world of science and technology.

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INTRODUCTION TO INTELLIGENCE

Introduction to Intelligence is the intelligence segment of the Intelligence Orientation Course, which, under one name or another, has run without interruption since the early days of the Agency. All professional employees of CIA -- except for Career Trainees who have their own version of it -- are now required to take this course after they have entered on duty, and it is a prerequisite for many other courses given by OTR. A two-week course, currently scheduled ten times a year, it introduces the student briefly to the national security structure and the intelligence community; gives him a comprehensive picture of the mission, organization, and functions of the Agency; alerts him to current problems of interest to intelligence officers in different parts of the world; and provides him with an opportunity to examine his knowledge of his American heritage and to voice his opinions on

different aspects of the United States, both as a private individual
in a seminar and as a representative of the U. S. Government in
a simulated interview with a person from another culture.

The course is designed for new employees but regularly attracts
about one-tenth of its enrollment from experienced Agency
professionals, particularly those whose jobs have been of such
an esoteric nature that they have been outside the mainstream of
Agency activity. Classes include persons of differing ages and
grades from all directorates of the Agency. During the past year,
for example, the ages of the students ranged from 21 to 54, and
the grades from GS-6 to GS-15.

As its name implies, the course seeks to introduce the student
to intelligence and to show him where he stands in relation to his
own component, to other components in the Agency, to the Agency
as a whole, to the intelligence structure of the U. S. Government,
and, in some part, to the entire Executive Branch of the U. S.
Government. The purpose is both motivational and practical: It
pictures the student as a part of a process and an organization doing
work of unique importance and influence; it acquaints the student
with the other components of the intelligence structure (in the
Agency particularly) so that he may know to whom to go when
confronted with an intelligence problem.

Generally speaking, the OBF staff speaks on the extra-Agency
subjects, such as the organization for national security and the
intelligence community, and on the overall organization of the
Agency. This sets the stage for lecturers from different areas of
the Agency to speak on their own components -- on the work that
each does and how this work ties in with the overall mission of
CIA. Guest speakers from the Directorate of Intelligence lead
off, followed by those from the Directorate of Science and
Technology, the Clandestine Services, and the Support Services,
in that order.

Developed throughout the course are two other themes: a
survey of conditions of interest in differing areas of the World;
and the American Thesis program. The survey gives the class
an up-to-date picture of critical events abroad, together with the
background of these events and their importance to the United States.
Since these are presented by senior officials thoroughly familiar
with their areas, they give a picture of the world not as seen
through the eyes of a historian or a commentator but through the
eyes of an intelligence officer.

The American Thesis program seeks to emphasize to the students that the more they know of their own country and the better they can articulate whay they know, especially in dealing with foreigners, the more effective they will be in this or any other agency dealing with foreign affairs.

The faculty attempts to "re-interest" the students in what they have already been exposed to in a greater or lesser degree during their school and college years -- the fundamentals of American beliefs, American history, and the role of the United States in today's world. It is hoped that the students will begin to clarify in their own minds what ideals the United States stands for and why it stands for them. To this end, the students are involved in a series of three exercises. At the beginning of the course the members of the class individually list and jointly discuss American values; later, in a seminar, the students, separated into small teams, present for discussion aspects of a topic on which they have done some research; and, finally, the students answer questions about the United States which are posed to their teams by an instructor playing the role of a person from another culture.

Instruction is primarly through lectures, but these are supplemented both by reading material and films. Staff papers, which have been periodically updated, and examples of intelligence which the Agency produces support the presentations of each directorate. A reading kit and a library of Americana complement the exercises making up the American Thesis program. Films introduce many of the lectures and augment the development of the area studies and the American Thesis theme.

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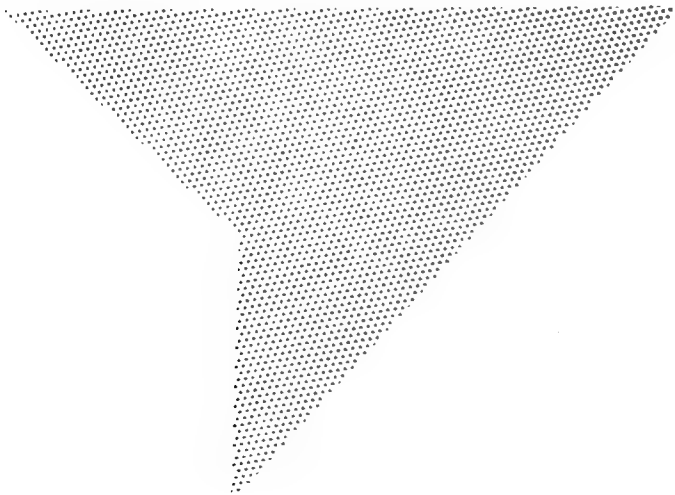
ORIENTATION TO INTELLIGENCE (for CT's)

The objective of this course is to familiarize the Career
Trainee with intelligence and intelligence organization and with
national security and national security organization. To this end,
the course examines terminology and concepts, history and theory,
structure and dynamics, function and purpose. The main thrust
of the course is aimed at understanding the mission, functions,
and organization of CIA, but a context is provided to give breadth
to the treatment. CIA is presented as a part of the intelligence
community, the intelligence community as a part of the foreign
affairs community, the foreign affairs community as a part of the
national security family, and the national security family as a
part of the Government of the United States. Intelligence briefings
are also given on selected foreign areas to bring the whole into
focus with the world problems faced by the United States today.

The Orientation to Intelligence Course differs from the
Introduction to Intelligence Course in that the Orientation to
Intelligence Course gives a more detailed picture of the non-
Agency intelligence community, emphasizing policy and decision-
making functions in the foreign affairs area, and does not include

the American Thesis program. As presently constituted, the course
lasts for two weeks and is presented three times a year. It uses
the lecture method supplemented by readings, films, seminars,
and review devices. Most of the presentations are given by speakers
from the several Agency components, supplemented by OBF staff
members and outside guest speakers. At the end of the course
the students are rated on their performance in a written examination.

VIETNAM ORIENTATION

25X1A

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25X1A

NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants, the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

Self-sponsorship:

According to ███████████ an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

25X1A

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension 2896. For information on registration, call ETB/RS/TR, extension 3137.

INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

EXECUTIVE SEMINAR IN ADP
23 - 24 March   1900 E Street, N. W.

This two-day seminar provides an opportunity to obtain information,
develop ideas, and exchange views on effective uses of ADP.
Topics focus on matters of concern to top management: Capabilities
of electronic data processing equipment; feasibility studies;
implementing the decision to automate; effects of electronic data
processing systems on organizational structure and various levels
of management; present ADP applications and their results in
terms of efficiency, effectiveness, and economy; the impact of
ADP on the workforce; and the future of ADP in government
management. For executives, GS-15 or above, with broad
responsibility for functions which are or soon may be automated.
Cost: $75.

ADVANCED SYSTEMS TECHNOLOGY FOR ADP SYSTEMS ANALYSTS
3 - 7 April   1900 E Street, N. W.

For digital computer systems analysts. Provides information on
the latest developments in computer technology on systems
analysis: Implications of the newest multiuse computers for
the systems analyst; methodology for redesigning, modifying,
and expanding existing systems; machine compatibility and
conversion problems; total systems concepts. Cost: $150.

IDEAS AND AUTHORS -- PERSONNEL MANAGEMENT
4 April - 17 May

This series of four six-hour sessions scheduled two weeks apart
enables Federal personnel officers to examine systematically
some of the new and significant ideas and developments affecting
the broad field of personnel. Authors of recent studies in the field
join guest critics and the participants in the program in a discussion
of the books and an exchange of ideas on the subject through an
extended question-and-answer period. For managers at the
GS-13 level and above who are concerned with personnel
management. Cost: $100.

Civil Service Commission (cont)

FINANCIAL MANAGEMENT FOR OPERATING EXECUTIVES
1 - 3 March   1900 E Street, N. W.

This two-day program puts financial management in perspective
with regard to the development of sound plans for operations, the
development of cost consciousness, evaluating the effectiveness
of spending programs, and integrating budgeting, accounting,
reporting, and auditing with other management tools.   The
institute is designed for officials with responsibility for fiscal
matters but who are not primarily concerned with financial
administration.   For GS-14 or above.   Cost: $60.

INTRODUCTION TO PERSONNEL MANAGEMENT
6 - 10 March   1900 E Street, N. W.

This program offers an integrated and systemized introduction
to the total personnel function for persons just entering the field.
Special emphasis is placed on the interrelationships of the specialty
areas and their relationships to the total field of personnel manage-
ment and total management.   Topics include: Defining and analyzing
the role and place of personnel management; identifying and discussing
the objectives and content of major personnel functional areas and
their interrelationships; isolating special skills and knowledge re-
quired for success in the field of personnel management; the role
of the behavioral sciences in the development of the personnel
management field; current trends and developments in the field of
personnel management. For personnel in grades GS-5 through 9
who are beginning careers in the field of personnel management.
Cost: $55.

INSTITUTE IN CIVIL RIGHTS
27 - 31 March; 8 - 12 May   1900 E Street, N. W.

This institute explores the Civil Rights problem in America,
focusing particularly upon the various considerations which
are appropriate to the administration and implementation of
recent Federal civil rights enactments.   The historical and legal
as well as sociopsychological aspects of the civil rights issue
are considered in terms of the concrete and practical realities
of administration and implementation.   Participation will be
open to executives, GS-14 or above, particularly those whose
responsibilities in administering agency programs might require
them to have greater knowledge of recent civil rights legislation.
Cost: $150.

Civil Service Commission (cont)

ECONOMIC ANALYSIS AND EXECUTIVE DECISIONS
17 - 21 April   1900 E Street, N. W.

The purpose of this program is to develop a greater awareness
on the part of Federal executives of the economic impact of
their program decisions. Topics will include the application
of economic analysis to agency problems, the rationale and
consequences of Federal expenditure decisions, recent fiscal
and monetary policies and practices, the allocation of resources
between public and private programs, the application of cost-
benefit analysis to defense and nondefense programs, measure-
ment of productivity in Federal agencies, economic analysis in
the budgetary process, mechanisms for change. For GS-14 and
above. Cost: $150.

EXECUTIVE SEMINAR IN INTERAGENCY MANAGEMENT
  INFORMATION SYSTEMS
20 - 21 April   1900 E Street, N. W.

A two-day seminar focusing on means of speeding the development
of compatible systems for effective information flow for commu-
nities of agencies -- the research and development community,
the foreign affairs community, the economic opportunity community.
The major problems inherent in the coordination of information
handling practices are examined. For GS-15 and above. Cost:
$75.

EXECUTIVE WORKSHOP IN ADP SYSTEMS ANALYSIS
26 - 28 April   1900 E Street, N. W.

Participants will learn by practice how a systems analyst handles
the design of a computer application from the first step of problem
definition through the phases of project scheduling, systems analysis,
systems design, program design, program production, development
of man/machine interfaces, systems testing, and systems implemen-
tation. Prior attendance at an Executive Seminar in ADP or equivalent
knowledge, although not absolutely essential, will be helpful. For
executives GS-15 or above, who want and need to have a fuller
understanding of the basic concepts and techniques of digital computer
systems analysis. Cost: $135.

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Department of Health, Education, and Welfare

The Environmental Health Sciences and Engineering Training
Program of the Department of Health, Education, and Welfare
has published a catalog of short-term technical courses and
dates on which they will be given.   Among the courses briefly
described are:

Analysis of Atmospheric Inorganics
6 - 10 March (one-week)
13 - 24 March (two-weeks)

Heat Stress --Evaluation and Control
13 - 17 March

Chemical Analysis of Environmental Radionuclides
3 - 14 April

Basic Radiological Health
3 - 14 April

Meteorological Aspects of Air Pollution
24 - 28 April

Information on these and similar courses may be obtained from
the Registrar's office, extension 2896.

Foreign Service Institute

COMMUNIST CHINA AREA SURVEY
10 - 21 April   1400 Key Boulevard, Rosslyn

This special program is to equip officers responsible for actions
in or related to the area of Communist China to become
familiar with political, military, social, and other factors
which they must consider in fulfilling their responsibilities.
A full-time course, it meets from 9 a.m. to 5:30 p.m. daily.
Cost: $215.

TRAINING SELECTION BOARD PROGRAMS

MIDDLE
MANAGEMENT
INSTITUTE

The Civil Service Commission's Middle Management Institute is directed to the manager's need for a broad perspective and his requirement to be currently informed on new developments affecting his type of work. Core topics focus on the functions of management such as decision-making, communicating, planning, directing, controlling, organizing, and staffing. Discussion will extend also to planning-programming-budgeting systems, intergovernmental relations, and the role of Bureau of the Budget. This program is for middle managers in grades GS-11 through GS-14. The next dates are 10 - 14 April, and the TSB must have nominations by 3 March.

MANAGEMENT
DEVELOPMENT
PROGRAM
FOR
FEDERAL
EXECUTIVES

The Management Development Program for Federal Executives of The Graduate School of the U. S. Department of Agriculture is designed to help the executive examine the managerial aspects of his job, formulate for himself a framework of managerial theory, explore ways to improve managerial practice in the day-to-day work situation, strengthen his problem-solving and team-action skills, and formulate a continuing and systematic program of self-development in management. The program is conducted in three phases over a period of several months: a two-day diagnostic and planning meeting in Washington; a nine-day workshop at Williamsburg, Virginia; and a final two-day follow-up evaluation session in Washington. Generally for persons at the GS-14 and GS-15 level, GS-13 managers are also considered. Nominations for the 32nd program, a special running, must be in the hands of the Training Selection Board by 17 March.

The dates: Phase I   25 - 26 May
                Phase II   13 - 22 September
                Phase III   16 - 17 November

DEFENSE SYSTEMS ANALYSIS EDUCATION PROGRAM	The Institute for Defense Analysis, in cooperation with the University of Maryland, offers an academic program to equip Federal employees to become systems analysts or to apply analytical methods in major planning processes. The intention is to develop in the participant an understanding of the concept of approaching problems from an economic, analytical frame of reference which can produce alternative courses of action for planning purposes. Mathematics and economics are combined with political science and government administration to develop an understanding of the role, the basic techniques, and the limitations of systems analysis. The program is oriented toward Department of Defense personnel, but CIA has been invited to participate. A nominee must have a bachelor's degree, and a reasonably strong educational foundation in both economics and mathematics is helpful, though not essential; he should be between thirty and forty and in grade GS-12 or higher. The TSB must have nominations by 24 March.

OTHER EXTERNAL TRAINING NOTES

GRADUATE SCHOOL, USDA	CRITICAL ISSUES AND DECISIONS: A SEMINAR FOR FEDERAL EXECUTIVES 28 March - 10 May Department of Agriculture This program provides an opportunity for executives to sit with a small group of their counterparts from many Federal agencies, and, under the personal tutelage of leading writers and scholars, become acquainted with critical issues. Objectives are to stimulate a more critical evaluation of the problems which confront government, to develop more incisive and analytical techniques in policy and decision-making, to cultivate a broader base of knowledge and understanding from which to formulate policies and decisions, and to stimulate a systematic

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program of continuing self-development. Henry
Steele Commager, Martin Luther King, Max
Lerner, Leon H. Keyserling, Max Kaplan,
Roger L. Stevens, and James C. Bostain are
scheduled to participate. For GS-14 and above.
Cost: $235.

All sessions except the first, on 28 March,
are for two hours either from 10 a.m. to noon
or from 1:30 to 3:30 p.m. On 28 March, the
session is a full day, from 9:30 a.m. to 4:30
p.m. The dates of other sessions are:

4, 5, 11, 12, 18, 19, 25 and 26
April and 3, 4, 9 and 10 May.

CURRICULUM OF COMPUTER SCIENCES

The Graduate School of the U. S. Department
of Agriculture has inaugurated a new Curriculum
of Computer Sciences, the classes generally
running from 8 a.m. to noon, on Saturdays for
Section I and on Tuesdays for Section II, over
ten-week periods corresponding roughly to
college or university academic semesters.
Although admission to courses beginning 18
February (Section I) or 21 February (Section II)
can now be accomplished, if at all, on a late
registration basis only, the Fall courses will
begin 30 September and 3 October. Representative
of the courses offered are:

Basic Concepts of Data Processing

Punch Card Data Processing

ADP Orientation for Secretaries and Clerks

ADP Systems Analysis and Design

ADP Systems Design Workshop

Source Data Automation

ADP Information Retrieval

ADP Budget and Finance Applications

Teleprocessing and Data Communication
Systems

Planning, Programming, and Budgeting
Systems

ADP Documentation and Writing

ADP for Executives

ADP for Executives and Administrators

Human Factors in Data Processing

Introduction to Operations Research

Linear Programming

ADP Transportation Applications

Statistical Methods for Research Workers

Computer Solution of Statistical Analysis
Programs

ADP Engineering Applications

Costing Computer Operations

Data Processing Management

Seminar in ADP Management

Federal Contracting for ADP Software Products

ADP Medical Applications

Course fees range from $60 to $120. Information
on content may be had by calling the OTR
Registrar's office, extension 2896.

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CORRESPONDENCE
COURSE IN
INTELLIGENCE

The Defense Intelligence School offers a Non-resident Course in Intelligence designed to provide a comprehensive background in all aspects of intelligence, encompassing the principles of intelligence, international relations, Sino-Soviet affairs, and unconventional warfare. This correspondence course is commensurate with the depth of coverage attained in the School's Defense Intelligence Course. Most students complete the course within 15 to 25 months. The course is specifically open to active and reserve military personnel and Department of Defense civilians. However, a limited number of selected Agency personnel may participate. Applications must be submitted through the OTR Registrar, who will certify that the applicant has the necessary clearances and adequate storage facilities for the classified course materials. For further information, call extension 2896.

TRANSPORTATION
INSTITUTES

The Nineteenth Institute on Logistics and Traffic Management, sponsored by the School of Business Administration, American University, will be held 6 - 17 March 1967. The theme will be: "New Concepts, Systems, and Technology for Improved Distribution Systems." The fee for the two-week program is $300.

Other transportation institutes tentatively scheduled are:

> 2d Motor Carrier Executive Development Conference   -- 15 - 19 May 1967

> 21st Air Transport Management Institute -- 16 - 27 October 1967

TELEVISION
CORRESPONDENCE
COURSE IN
SUPERVISION

The USDA Graduate School,in cooperation with WETA-TV Channel 26, is repeating the television correspondence course Success in Supervision. Twelve televised lectures are to be presented by Channel 26 on Tuesdays at 12 noon and repeated the following Wednesdays at 6:30 p.m., beginning on 4 April. Textbooks, a study guide, and course materials are supplied by the USDA Graduate School. Fees are $50.

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